

# Ogilvy & Mather

*Advertising*

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**MICHAEL DELMAN**  
Vice President

**CONFIDENTIAL**

**KIM SPENCE**

## **LETTER OF RECOMMENDATION**

This provides my recommendation for Kim Spence and summarizes some of my observations from working with her for nearly three years. While I have no reservations recommending Ms. Spence based on her professional skills, for purely selfish reasons, I would hate to see her leave Ogilvy & Mather.

Since joining O&M in 1988, Kim has been an important member of the Microsoft team. She not only built the traffic system from scratch, she monitors over 150 complex jobs per year from start to finish. In short, if it were not for Kim, the Microsoft business probably wouldn't be nearly as healthy as it is today.

Kim has the across the board respect of the Account Management, Media, Creative etc. departments and is often credited with "holding things together". She is intelligent, responsible, tough but fair, and is committed to doing things in a timely and accurate fashion. I can't remember Kim ever letting us down.

Above all else, Kim is pleasant to be around. She has a good sense of humor and really adds to the esprit of the team. I can't imagine that there are too many finer traffic managers in our business today.



Management Supervisor